

**Greater Green Bay  
Community Foundation**

# **Non-Profits and the Economy in Northeastern Wisconsin**

*A survey of the economic health and future outlook of non-profits in  
Brown, Door, Kewaunee and Oconto Counties.  
**April 2011***

Conducted by:  
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## PRESIDENT'S MESSAGE

Like me, you may be tired of the word “uncertainty” but that’s our new reality. The word has been used to describe our politics, our economy, our tax code, and the markets. Since the recession began in 2007, we have experienced our neighbor’s struggles and our own struggles, which is part of the reason we felt it was important to continue our annual survey of the non-profit sector serving our communities. The performance and health of our non-profits is critical to our overall quality of life. These organizations function and collaborate to form a safety net for human services and education and they offer opportunities for us to learn, understand, utilize, and appreciate programs and services important to our well being. Often, at the times when the community really needs the services that non-profits provide, non-profits encounter increased obstacles to maintain their financial well-being.

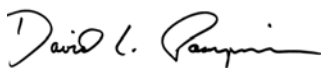
Because non-profits are charged with focusing on their mission and core competencies, fundraising frequently comes second. As the demand for services has increased over the past couple of years, and continues to increase, fundraising is identified by the non-profits as their greatest challenge.

The Greater Green Bay Community Foundation recently conducted the third annual survey of northeastern Wisconsin non-profits to find out how our non-profit sector has been impacted by the ever changing economy, how well they are prepared for the future, and what the greater Green Bay community can do to help. I would like to thank Vice President of Programs, Martha Ahrendt and our Communications Officer, Lindsay Barber Byrne, for their efforts in compiling, analyzing, and writing this report.

Since this survey was conducted in January, the Federal government and State of Wisconsin have both introduced important annual budget proposals. Responding to our national and state structural deficits, these budgets propose cuts that will impact all sectors of the community and the services that these non-profits conduct on behalf of our society. Philanthropy will need to respond to a reduction in government funded programs in these areas and our non-profit sector will need to make choices about how to respond also.

We plan to use the information we’ve learned from this year’s survey to guide us in our support of non-profit organizations in the coming year. We hope the survey spurs a healthy discussion and exchange of ideas, and raises awareness of the important role of non-profits in our community.

For suggestions about what you can do to help the organizations that serve our communities, please see our “Call to Action” included in this report.



David L. Pamperin  
President & CEO  
Greater Green Bay Community Foundation



## NON-PROFITS AND THE ECONOMY IN NORTHEASTERN WISCONSIN

### 2011 Key Findings

For the past few years, we all have been living with economic uncertainty. Because non-profits face unique challenges in our community, the Greater Green Bay Community Foundation conducted its third annual survey of non-profits earlier this year. **As the economy has become more stable, so has the financial condition for northeastern Wisconsin area non-profits in 2010.** As you'll see in this report, northeastern Wisconsin area non-profits are faring better than national non-profits in terms of their financial health and programs and/or services. Non-profit leaders, who have properly managed their organizations during the difficult economy in the past couple of years, are reporting more stable organizations and brighter outlooks for the future.

The findings in this study come from a 45-item questionnaire; which focused on non-profit experiences in 2010 and expectations for 2011. The survey was sent to local non-profit organizations in January 2011 as a follow-up to the 2009 and 2008 surveys. This year's survey was completed by 69 non-profits, including members of the Non-Profit Resource Group and others serving Brown, Door, Kewaunee, and Oconto counties.

Survey respondents represent a variety of sectors, including human services, youth and education, community and neighborhood development, and arts and culture. The majority of respondents to the survey – fifty-five percent (55%) – are small to medium sized organizations with operating budgets under \$500,000. Of those, forty-three percent (43%) have operating budgets of less than \$250,000. The Arts & Culture sector of survey respondents all have less than \$1.0 million in operating budgets. Forty-two percent (42%) of the Youth & Education sector have less than \$250,000 in operating budgets.

Over eighty-six percent (86%) of non-profits completing the survey serve Brown County and nearly half serve one or more neighboring counties (Door, Kewaunee, and Oconto). Seventy-four percent (74%) of the surveys were completed by the organization's CEO or Executive Director. Responding non-profit organizations are representative of greater Green Bay's non-profit sector.

In each section of the report, there are statistics about the Arts & Culture sector and the Youth & Education sector in northeastern Wisconsin. The Arts & Culture sector was chosen because many citizens believe that there need to be more arts and culture programs in northeastern Wisconsin. Although this sector is not often seen as the most critical for helping individuals survive, Arts & Culture is a key sector for gauging the quality of life and vibrancy of a community. The Youth & Education sector was chosen because of the high amount of respondents in this sector, and because this sector is often seen as the foundation of the future of our community.

The following analysis compares and contrasts the 2008, 2009, and 2010 survey data to understand the impact of changing economic conditions since December 2007. The analysis also compares local experiences with national data and reports non-profit expectations for the future.

#### Quick Stats

Data suggests the economy is stabilizing and non-profits seem to be better off financially. Forty three percent (43%) of non-profits were financially healthy and not vulnerable in 2010, compared to twenty seven percent (27%) in 2009.

Sixty five percent (65%) of non-profits state that they will be able to expand services in key areas over the next three years.

Thirty six percent (36%) of non-profit respondents report an increase in staffing.

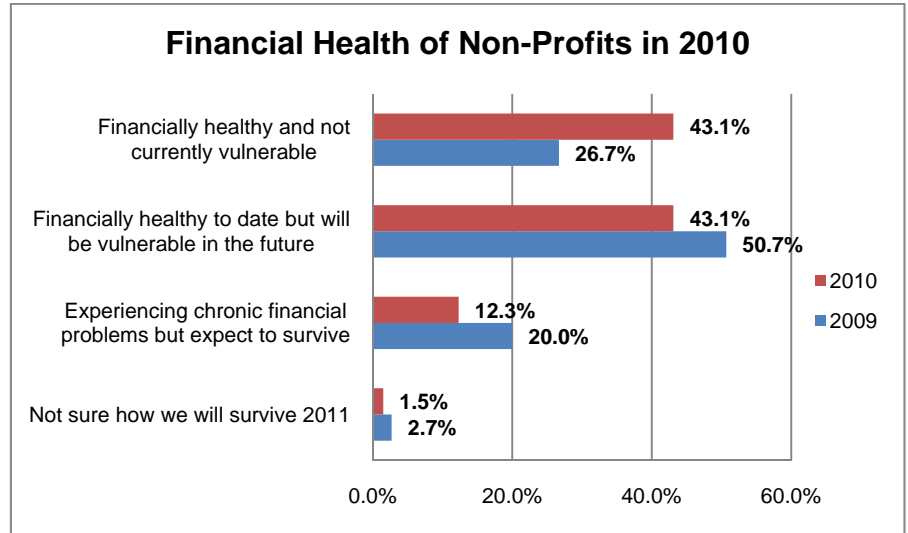
Sixty five percent (65%) have a waiting list of less than three months. Last year more than fifty percent (50%) had waiting lists of longer than three months.



## OVERALL FINANCIAL HEALTH & OUTLOOK

**As the economy has become more stable, so has the financial condition for northeastern Wisconsin area non-profits in 2010.** Non-profits report being more financially healthy compared to 2009 and 2008, and they appear healthier than non-profits in other parts of the country. As compared to previous years, more local non-profit respondents have greater cash reserves and are seeing income from endowments increase; fewer are borrowing money to survive. This stabilization may be a solid platform for their potential success in the future, especially in light of the uncertainty about the future of government funding that some of them have received in the past.

- As economic data suggests the economy is stabilizing, non-profits also seem to be better off financially. Forty-three percent (43%) of non-profits are financially healthy and not currently vulnerable, compared to only twenty-seven percent (27%) in 2009.
- Eighty-five percent (85%) of non-profits stated that they did not have to borrow money in their 2010 fiscal year.
- Income from investments and endowments has increased. Forty-five percent (45%) of respondents stated that their funding from investments and endowments increased, compared to only sixteen percent (16%) in 2009.
- Today, sixty-five percent (65%) of non-profits state that they will be able to expand services in key areas over the next three years.



Northeastern Wisconsin non-profits seem to be financially healthier than non-profits in other areas of the United States.

- Fifty-five percent (55%) of respondents had four or more months of cash reserves available. This compares to forty-five percent (45%) who had three months or less in 2009 and fifty-one percent (51%) that had three months or less in 2008.
- In contrast to the situation of local respondents, a national survey<sup>1</sup> found that sixty percent (60%) of organizations have three months or less of cash on hand and ten percent (10%) have no cash on hand.

One reason non-profits are faring better than national non-profits may be because Wisconsin has fared better economically than other states. For example, Wisconsin has a lower unemployment rate than the national numbers. In 2010, the Brown County unemployment rate was 7.4% and the national average was 9.6%. The situation for local non-profit sector reflects this trend. In March 2011, the Green Bay employment rate dropped from 8.1% to 7.6%, statewide unemployment was 8.1% and nationally the rate was 8.8%.

- Only seven percent (7%) of respondents had to lay off staff, compared to twenty percent (20%) in 2009.
- Only nineteen percent (19%) of local non-profit respondents cut nonessential expenses in 2010, compared to thirty-three percent (33%) in 2009.
- Forty percent (40%) of respondents stated that their total operating expenses did not exceed total operating revenues.
- A national survey<sup>1</sup> found that forty-four percent (44%) of organizations ended 2010 with a budget surplus. This is up from thirty-five percent (35%) that ended 2009 in the black.

### Youth & Education Sector

<sup>1</sup> Nonprofit Finance Fund 2011 Survey



- Fifty percent (50%) of respondents in the Youth & Education sector stated that they only have two to three months of cash reserves.
- Fifty-eight percent (58%) responded that they've had an increase in total revenue, compared to forty-eight percent (48%) in the overall survey. Sixty-three percent (63%) stated they had an increase in total expenses.

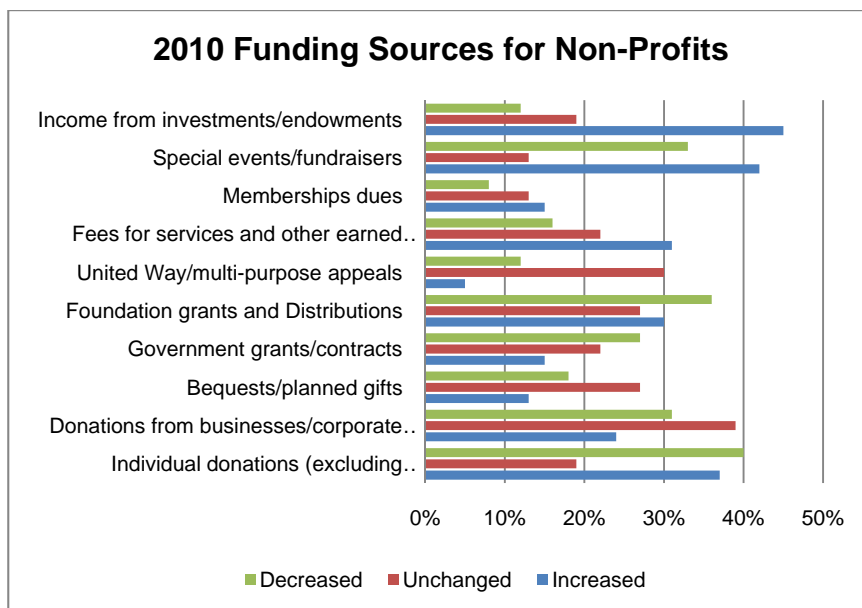
### Arts & Culture Sector

- Regarding the financial picture for northeastern Wisconsin non-profits in the Arts & Culture sector, most remain unchanged in 2010. The total revenue from donations has remained unchanged for forty percent (40%) of non-profits. Forty percent (40%) saw an increase in total expenses.
- Forty percent (40%) of Arts & Culture respondents stated that they have been financially healthy to date, but will be vulnerable in the future and forty percent (40%) stated that they are experiencing chronic financial problems, but expect to survive. Only twenty percent (20%) stated that they are financially healthy and not currently vulnerable. The Arts & Culture sector had the worst reports of financial health as compared to any other sector in the survey.
- While so many of these non-profits feel they will be vulnerable, or are currently vulnerable, eighty percent (80%) stated that they have four or more months of operating expenses in cash reserves.

## FUNDRAISING & DONOR RELATIONS

***The majority of non-profit respondents continue to struggle with fundraising, and even more stated that enhancing their visibility and reputation with donors was a big challenge.*** Fundraising continues to be a struggle because the nature of non-profits ensures that they focus on their mission and core competencies, such as programs and services, rather than on activities such as fundraising, that are not their direct charge. Non-profits have to raise money to survive and flourish, but due to small operating budgets, most do not have a sole development person on their staff to assist in fundraising. With the smaller non-profits, fundraising often falls on the shoulders of the executive director, who is juggling numerous other responsibilities to keep the organization viable.

- This year, seventy-seven percent (77%) of non-profits reported that in 2010 fundraising was their greatest challenge, compared to sixty-five percent (65%) in 2009.
- An area of fundraising that has increased for organizations includes an increase of forty-two percent (42%) of non-profits that are receiving funding from special events and fundraisers.
- Twenty-four percent (24%) of respondents stated that they saw an increase in donations from corporate funds in 2010.
- Thirty-seven percent (37%) of non-profits reported an increase in individual donations during 2010.



***Non-profits are increasing their funds by holding special events and fundraisers.*** Data shows that non-profits are expecting to receive less funding from government resources and they are responding by holding



special events and fundraisers. In addition, special events and fundraisers more often than not, rely on volunteers and support staff instead of the expertise or significant time of the executive director. With more volunteers helping non-profit organizations, the non-profits can turn to special events and fundraisers without relying too heavily on the executive director's time. Fifty-four percent (54%) of non-profits expect an increase in 2011 from time given by volunteers. These events simultaneously can engage willing volunteers and help the organization; however, fundraising through events may become more challenging as the marketplace becomes even more saturated with events and fundraisers.

- Fifty-eight percent (58%) expect a decrease, or to receive the same amount of government funding, in 2011. Twenty-seven percent (27%) saw a decrease in government funding in 2010.
- Forty-two percent (42%) stated that their funding increased from special events and fundraisers, which is on top of the thirty-five percent (35%) of organizations that stated their funding from special events and fundraisers increased in 2009. According to a national survey of over 1,600 non-profits<sup>2</sup>, net proceeds from special events rose in 2010 for half of the non-profits that have events. Sixty percent (60%) of non-profits expect their funding sources to increase from special events and fundraisers in 2011.

As this new landscape develops for non-profits where they cannot rely on government funding, non-profits must find funds from other sources, and one of the key opportunities would be with individual donors and families; however, it is clear that they are struggling with recruiting new donors.

- Ninety-four percent (94%) of respondents stated that recruiting new donors continues to be a challenge, which mirrors the 2009 survey.
- Forty percent (40%) found that individual donations have decreased, but fifty-six percent (56%) of non-profits found that individual donors were more generous or remained the same.
- Data suggests that recruiting new donors may be a challenge because eighty-three percent (83%) stated that enhancing visibility and reputation was a challenge in 2010.
- Forty-five percent (45%) of non-profits stated that it was a minor challenge to communicate with donors.

#### **Youth & Education Sector**

- Seventy-nine percent (79%) of non-profits in the Youth & Education sector stated that fundraising was their greatest challenge in 2010. Ninety-five percent (95%) said it was a major or minor challenge to obtain funding.
- All of the respondents (100%) stated that recruiting new donors was a major or minor challenge.
- Forty-four percent (44%) of non-profits in this sector stated that their individual donations increased in 2010.
- Twenty-eight percent (28%) of Youth & Education respondents stated that supporters were less generous than in 2009, but seventy-two percent (72%) stated that supporters were somewhat more generous than usual or gave about the same as the previous year.

#### **Arts & Culture Sector**

- One hundred percent (100%) of the Arts & Culture respondents stated that fundraising was their biggest challenge in 2010, compared to seventy-seven percent (77%) of all sectors that responded to the survey.
- Arts & Culture organizations seem to have a more difficult time retaining current donors as compared to other sectors. One hundred percent (100%) stated that retaining current donors was a major or minor challenge and sixty percent (60%) stated that recruiting new donors was a major challenge.
- Unlike other sectors, eighty percent (80%) of Arts & Culture non-profits saw a decrease in funding from special events and fundraisers.
- In the future, sixty percent (60%) expect an increase in funding to come from foundation grants and special events.
- Eighty percent (80%) of Arts and Culture non-profits have their CEO/President/Executive Director conducting the fundraising work, which is much higher than other non-profit sectors answering the survey.

### DEMAND FOR SERVICES & CAPACITY

<sup>2</sup> Nonprofit Research Collaborative 2011 Survey





***In 2010, throughout the nation we continued to see increased pressure on non-profits to provide more services with less funding.***<sup>3</sup> Local non-profits seem to have learned how to handle a new level of demand for their services and they're better positioned than organizations in other areas of the country. The condition of our local economy compared to the overall national economy's condition is a contributing factor. Overall financial health of the non-profit sector is better locally than the national non-profit sector, which is indicated by local non-profits being able to better meet new demands. One indicator of local non-profits faring better than national non-profits is that they are increasing their staffing levels to provide services and programs. Another reason why non-profits in the northeastern Wisconsin area are able to meet the demand for service is because they all had to refocus when the market crashed and they had to develop solutions to manage and operate in the new environment.

- Thirty-six percent (36%) of respondents stated that their staffing levels increased to provide services and programs. Of those, twenty-eight percent (28%) increased staffing because there was an increased demand for services.
- Forty-six percent (46%) of non-profit respondents stated that their waiting list is longer than this time last year, but sixty-five percent (65%) have a waiting list of less than three months. Last year more than fifty percent (50%) had waiting lists of longer than three months.
- Only ten percent (10%) of non-profit respondents stated that program and service delivery was their greatest challenge in 2010, compared to twenty-two percent (22%) in 2009.
- Ninety percent (90%) state that they are confident or somewhat confident that they will meet the demand for services in 2011. In a national survey<sup>4</sup> of more than 1,900 non-profits surveyed, eighty-five percent (85%) expect an increase in demand for services and forty-six percent (46%) of those stated that they would be able to fully meet the demand.

#### **Youth & Education Sector**

- Ninety percent (90%) stated that there was an increase in demand for their organization's services in 2010. There was a waiting list of less than three months for twenty-nine percent (29%) of clients and less than six month waiting list for twenty-nine percent (29%) of clients.
- Compared to this time last year, fifty-six percent (56%) stated that their demand for services and programs increased and twenty-two percent (22%) responded that demand is increasing a great deal.
- In the next three years, seventy-two percent (72%) of non-profits in the Youth & Education sector expect to expand services in certain key areas.

#### **Arts & Culture Sector**

- Sixty percent (60%) of Arts & Culture non-profits stated that attracting new members was a major challenge, but forty percent (40%) stated that meeting the needs and interests of current members was a major challenge.
- Sixty percent (60%) expect to expand services in certain key areas in the next three years.

<sup>3</sup> Nonprofit Finance Fund 2011 Survey

<sup>4</sup> Nonprofit Finance Fund 2011 Survey





## CONCLUSION

***While there are still some issues for non-profits, most organizations are in much better positions than in 2009 and 2008.*** As seen through the data in this report, the economy has improved for northeastern Wisconsin non-profits, even while national non-profits are not faring as well. Because non-profits are more financially stable than the past few years, many will be able to meet the demand for services and increase their services and staff to help more people in the community.

In the current and future years, one issue that non-profits will have to be aware of is how local, state and federal budget cuts will affect their organizations. The timing of our survey data collection—in January—likely did not capture the respondent's specific reactions to the budget bills at the state and federal levels. These budget cuts may affect revenue, the capacity of the organizations, and supply and demand of non-profit services.

Those non-profits that have relied on government funding will either have to reduce services or become more involved with fundraising and grantsmanship. This comes at a time when the local non-profit sector has already identified fundraising and finding new donors as one of its greatest challenges. Broadening donor support and the community donor base to support these programs and services delivered by non-profits will become a challenge that everyone in the community must meet. Non-profits will be seeking more individual donations, even though citizens in many communities are already feeling the pinch of being asked for funds by many non-profits. Non-profits will have to adjust their decision making and areas of expertise, to move beyond just working on their mission and core competencies because they'll need to attract and retain donors by clearly articulating their needs—and more importantly their particular impact. Some services and programs may be eliminated so that non-profits can focus on raising funds.

There is good reason for optimism. Our local economy is faring better than the nation as a whole and if the economy continues to improve, the financial well being of the non-profit sector should do so as it did in 2010.

## CONTACT INFORMATION

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Please visit our website [www.ggbcf.org](http://www.ggbcf.org) to learn more about the Greater Green Bay Community Foundation.



## CALL TO ACTION FROM THE GREATER GREEN BAY COMMUNITY FOUNDATION

We are proud to be a part of a community that has supported non-profits and the work they do in a time of great need. Your continued support is instrumental in increasing the quality of life for everyone. We believe everyone can help because we all have something important to share.

The Greater Green Bay Community Foundation inspires and encourages charitable giving in northeastern Wisconsin by connecting people who care with solutions that strengthen our community. Help to strengthen the community by making a donation today!

The Community Foundation offers the general public a powerful tool for giving on our website. Online Giving Opportunities and Community Snapshots: Profiles of Causes that Matter allows anyone to contribute any amount of money to an issue they care about using their credit card. The general public can also research different non-profits and donate money to those non-profits on the website as well. Giving Opportunities and Community Snapshots: Profiles of Causes that Matter are listed on our website at [www.ggbcf.org/givingopportunities](http://www.ggbcf.org/givingopportunities).

There are many additional ways for individuals to make a difference in our community:

- Call your favorite charity and make a contribution to help them serve their constituents.
- Support our arts and culture organizations through membership and ticket purchases.
- Donate your time and talents to one or more local charities.
- Donate food to area food pantries or clothes to people in our community at places such as the Salvation Army or Goodwill.
- If you are a business that makes products, consider making a product donation that will help a non-profit so they can serve more people.
- Corporations can assist non-profits by providing expertise to help charities perform administration and management functions.
- We have great business neighbors in Green Bay that continually step forward to help charities who are helping others. Each of us can support those businesses by giving them our business.
- We have non-profit organizations like the Volunteer Center, the United Way, and the Community Foundation that can help you find a local cause you are passionate about.

The Community Foundation will continue to support the work of local non-profits by connecting donors who care with non-profits who are making a difference in our community. Visit our Greater Green Bay Community Foundation website for more information about how you can help at [www.ggbcf.org](http://www.ggbcf.org).



## SURVEY SAMPLE POPULATION

The organizations listed below were emailed an invitation to complete our anonymous online *Non-Profits and the Economy Survey*. The sample population includes all members of the Non-Profit Resource Group – a networking forum and professional development association that includes Green Bay's most active non-profits – and select organizations from Brown, Door, Kewaunee, and Oconto counties. Responses were collected in February 2011.

- Adolescent Parenting Coalition, Inc.
- Aldo Leopold Community School
- Altrusa International Foundation of Green Bay
- Alzheimer's Disease and Related Disorders Association of Greater Wisconsin
- American Cancer Society - NE WI District Office
- American Foundation of Counseling Services
- American Red Cross, Lakeland Chapter
- Angel Fund for Children with Cancer Inc.
- ASPIRO, Inc.
- Baird Creek Preservation Foundation
- Bay Area Humane Society & Animal Shelter
- Beacon House, Inc.
- Bellin College of Nursing
- Bellin Memorial Hospital, Inc.
- Big Brothers/Big Sisters of Northeastern Wisconsin
- Boy Scouts of America - Bay Lakes Council
- Boys & Girls Club of Green Bay
- Breast Cancer Family Foundation
- The Bridge Between Retreat Center
- Brown County Historical Society
- Brown County Jail Ministries, Inc.
- Brown County Library Development
- Brown County Medical Society Alliance
- Brown County Oral Health Partnership
- Brown County United Way
- Brown County Vest-a-Dog
- CASA of Brown County Inc.
- Catholic Charities of the Diocese of Green Bay
- Cat's Anonymous
- Center for Childhood Safety
- Cerebral Palsy Inc.
- Children's Museum of Green Bay, Inc.
- Children's Promise
- Christian Group Home, Inc. / Marion House
- Clarity Care
- Community Childcare Connections, Inc.
- Community Healthcare Foundation Inc.
- Cornerstone Community Center, Inc.
- De Pere Historical Society / White Pillars Museum
- De Pere Rapides Youth Soccer Club
- DePaul Homes and Shelters, Inc. - House of Hope
- Downtown Green Bay
- East Shore Industries, Inc.
- Ecumenical Partnership for Housing
- The Einstein Project Inc.
- Encompass Early Education and Care
- Ethan House, Inc.
- Exceptional Equestrians
- Families of Children with Cancer, Inc.
- Family & Childcare Resources of N.E.W., Inc
- Family Services
- The First Tee Green Bay
- Freedom House Ministries, Inc.
- Freedom Life Skills Inc.
- Friends of the Brown County Library
- Friends of the Green Bay Symphony, Inc.
- The Gathering Place, Inc.
- Girl Scouts of the Northwestern Great Lakes
- Golden House
- Good Samaritan Charity, Inc.
- Goodwill Industries of North Central Wisconsin
- Greater Green Bay Habitat for Humanity
- Greater Green Bay YMCA
- Green Bay Area Catholic Education, Inc. (GRACE)
- Green Bay Area Catholic High School Foundation, Ltd.
- Green Bay Area Chamber of Commerce
- Green Bay Botanical Garden
- Green Bay Community Theater
- Green Bay Symphony
- Hand-N-Hand of Northeastern Wisconsin, Inc.
- Heritage Hill
- Home Respite Care, Inc.
- HopeNet
- Howe Neighborhood Family Resource Center
- Integrated Community Solutions (ICS)
- Jackie Nitschke Center, Inc.
- Junior Achievement of Brown County
- Kewaunee County 4-H Leaders Association, Inc.
- Kewaunee County Economic Development Corp.



- Kingdom Come, Inc
- Legacies Arts Project, Inc.
- Legal Action of Wisconsin, Inc.
- Libertas Treatment Center
- Literacy Green Bay, Inc.
- Literacy Partners of Kewaunee County
- Mayflower Nursery School
- Mediation Center of Greater Green Bay
- Meyer Theatre
- Miracle League of Green Bay
- Multicultural Center of Greater Green Bay
- My Brother's Keeper
- MyTeam Triumph - Wisconsin Chapter
- N.E.W. Community Clinic
- N.E.W. Curative Rehabilitation, Inc.
- N.E.W. Master Gardeners
- N.E.W. Zoological Society, Inc.
- NAMI Brown County, Inc.
- National Railroad Museum
- Navarino Neighborhood Association
- NeighborWorks
- Neville Public Museum
- New Beginnings Store
- New Community Shelter
- NEWCAP, Oconto County
- Northeast Wisconsin Land Trust
- Northeastern Wisconsin Arts Council, Inc.
- NWTC Educational Foundation
- Oconto Area Humane Society
- Oconto County Commission on Aging, Inc.
- Oconto County Economic Development
- On Broadway Inc.
- Options for Independent Living
- Our Daily Threads, Inc.
- Paul's Pantry
- Phoenix Dunkers Booster Club
- Planned Parenthood of Wisconsin of Greater Green Bay
- Prevent Blindness - Wisconsin
- Pulaski Community School Education Foundation, Inc.
- Pulaski Community School Music Boosters
- Rawhide Boys Ranch
- Reading Connections Inc.
- Ribbon of Hope Foundation
- Salvation Army Green Bay
- Service League of Green Bay, Inc.
- Society for Faith & Children's Education (S FACE)
- Special Olympics Northeastern Wisconsin
- St. Mary's Hospital Medical Center
- The Living Lake's Heritage, Inc
- Unity Hospice
- Urban Hope Entrepreneur Center
- Volunteer Center, Inc. of Brown County
- Weidner Presents
- Wellness Center of Door County, Inc.
- Young Life Green Bay
- YWCA Green Bay - De Pere



